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ABSTRACT

In Taiwan, human resource development (HRD) is defined as the systematic education, training, and development employers provide for their employees as well as organizational development for corporations. A history of HRD development indicates that in the 1960s, the government began to implement planning measures for HRD in business and industry; in 1972, the Vocational Training Funding Regulation acknowledged enterprise responsibility for work force training; and in 1983, the Vocational Training Act specified that vocational training referred to both preservice and inservice training. Large enterprises tend to be more concerned about HRD than small and medium-sized businesses. However, there is a shortage of training professionals and there is not a high level of interest in or satisfaction among policymakers, employers, and employees. Small and medium-sized enterprises tend to hold a positive attitude toward training but are restricted by their inherent limitations. HRD must confront such external and internal influences as the following: internationalization of HRD; aging of the population; rising proportion of women; employee evaluation emphasizing personality, accountability, competency, and interpersonal relations; and changes in working content and style. Enterprise and HRD specialists must apply continuous efforts in these areas: setting up a comprehensive HRD system; drawing up an HRD policy for businesses; and strengthening training for HRD professionals. (YLB)

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中華民國人力資源發展簡介

An Introduction to Human Resource Development

in Taiwan , R.O.C.

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中華民國在台灣(以下簡稱台灣)的人力教育訓練主要含學校教育、公共訓練和企業訓練。本小冊所介紹的人力資源發展著重企業內部的教育訓練。亦即指雇主提供員工有系統之教育訓練與發展，以促進員工生涯發展和企業組織發展的活動。簡介內容包含沿革、現況和展望。

一、沿革

台灣的經濟型態自 1950 年代在政府引導下，由農業輔助工業發展，勞動力由農業改投入製造業，當時的勞動力重在滿足人力資源量的需求；在質的方面，未能多加重視。

到 1960 年代，政府對企業人力資源發展始有較具體的規劃。但當時的著眼點放在基層技術人力的公共訓練。對如何統合人力資源發展與公共訓練，仍缺乏激勵的誘因。

In the Republic of China on Taiwan, the most important aspects of workforce training consist of schooling education, public training and enterprise training. The areas of Human Resource Development (HRD) covered by this booklet are mainly concerned with in-business education and training. That is, HRD is defined the systematic education, training and development which employers provide for their employees to promote career development for employees and organizational development for corporations. This booklet is divided into three sections, covering the historical development and current status of HRD, as well as its future outlook.

I. HISTORY

Under the guidance of its government, Taiwan began the transition from an agricultural economy to an industrial one in the 1950s, when the greater part of the workforce moved from farming to manufacturing. At that time, manpower was only assessed from the point of view of satisfying the demand for human resources, and quality was largely overlooked.

It was in the 1960s that the government began to implement concrete planning measures for HRD in business and industry, although at the time the concern was mainly with public training of entry-level skilled-workers. As far as linking HRD with public training was concerned, there was still little encouragement or incentive to do so.

1972 年，公布「職業訓練金條例」，正式以法令賦予企業培育人才的責任。由於此法令的施行，也產生了一批替各企業規劃訓練、編列訓練經費或提供其他訓練服務的企管顧問公司。之後雖因石油危機，1975 年廢止了「職業訓練金條例」，但企業已漸有重視培育人才的觀念。

至 1983 年公布「職業訓練法」，比「職業訓練金條例」更合理、有彈性。「職業訓練法」中的「職業訓練」指對未就業國民所實施之職前訓練及對已就業國民所實施的在職訓練，其範圍涵蓋了企業人力資源發展的作爲。1990 年公布的「促進產業升級條例」中，企業人才培育的費用可抵減營利事業所得稅。

In 1972, the "Vocational Training Funding Regulation" formally acknowledged enterprise responsibility for the training of the workforce. The enactment of this regulation led to the creation of a number of business management consulting firms which planned training programs, compiled training budgets and provided a number of other related services. Although the regulation was revoked in 1975 as a result of the oil crisis, enterprise was already gradually accustoming itself to the concept of personnel training.

The "Vocational Training Act" was introduced in 1983. More reasonable and flexible than the "Vocational Training Funding Regulation," it specified that "vocational training" referred to orientation for people not yet in employment as well as in-service training for those who were. HRD activities in business also fell within the scope of this act. A new provision "Promoting Industry Regulation" , introduced in 1990, allowed that expenditure on personnel training could result in business tax deductions for enterprises.

二、現況

台灣大企業和中小企業的人力資源現況不盡相同，所以分別介紹如下：

（一）大企業的人力資源發展

大企業只佔台灣企業總家數的少數，但其生產總值卻佔了一半。和中小企業比較，大企業因爲具有資源較充足、工作環境較良好、職業保障較高、升遷管道較暢通等優點，因此對於人力資源發展的成效較高。簡建忠於 1993 年調查台灣 1,000 家大企業人力資源發展現況，主要發現：

1.大多數大企業均有人力資源發展的活動，且半數以上設有訓練單位。

2.訓練單位的負責人以男性佔大多數。

II. CURRENT STATUS

Human resource development in large-scale enterprises is vastly different from that in small and medium-sized businesses. Therefore, the two subjects will be discussed separately, as follows:

A. HRD in large-scale enterprises

Numerically, large enterprises comprise only a small proportion of companies in Taiwan but account for about half of total production. Compared with small and medium-sized enterprises, they generally offer greater resources, better working conditions, more job security and better opportunities for advancement. In consequence, the effectiveness of HRD tends to be more obvious. Dr. Chian-Chong Jean's survey made in 1993 of the state of HRD in 1,000 large-scale enterprises yielded the following findings:

1. Most large enterprises conduct some sort of HRD activities, and more than half had organized training departments.

2. The majority of personnel in charge of training departments are male.

3.目前企業的訓練重點依序爲員工在職專業訓練、新進員工職前訓練、幹部儲備訓練等三項。未來三年內的訓練重點則依次爲幹部儲備訓練、在職專業訓練、新進員工職前訓練。由此可看出台灣大企業已有培育人才的事實。

4.師資來源方面，大多數企業混合運用企業內管理階層、專業人員或外聘專家爲其訓練師資。其中以外聘專家較常爲企業運用。

5.企業訓練過去所遭遇的困難依序爲：員工不熱心參與、訓練專業人才不足、決策階層未全力支持。目前所遭遇之困難依序爲：訓練專業人才不足、員工不熱心參與、決策階層未全力支持。未來三年可能遭遇之最大困難則與目前相同。

6.企業決策階層、大多數員工、顧客對訓練的關心與滿意程度均不高。

3. Currently, training is concentrated mainly in three areas: in-service specialized training, orientation for new employees, and leadership training for potential heads. The last of these, leadership training, will become the main focus in the next three years, followed by in-service training and orientation, in that order.

4. As regards training instructors, most businesses rely on a combination of inside management and professional personnel as well as experts brought in from outside, with the last being more commonly used.

5. In the past, the difficulties that businesses faced in training employees were, in order of importance, as follows: a lack of enthusiasm among employees, a lack of qualified training personnel and insufficient support from policy-makers. Nowadays, the emphasis has shifted, with the lack of training professionals being the main problem, followed by unenthusiastic employees, and the lack of support from policy-makers in third place. This sequence is likely to remain unchanged for the next three years.

6. In general, business policy-makers, along with the majority of employers and employees, are neither exceptionally concerned about nor greatly satisfied with the current state of training.

（二）中小企業的人力資源發展

台灣的中小企業是企業中的大多數，無論在過去、現在或未來均扮演著相當重要的角色，替台灣創造了許多的就業機會。但中小企業的人才問題卻一直是其研發與升級上的瓶頸。簡建忠於 1993 年調查台灣中小企業人力資源現況，主要發現：

1.未辦理訓練活動的企業佔較多數，其主要原因依序爲：不需做訓練、無專人指導及缺乏訓練經費。

2.僅有非常少數的中小企業成立訓練單位，且皆隸屬於人事部門，負責人均爲男性。

3.企業訓練的重點以新進員工職前訓練爲主，次爲安全衛生訓練與在職專業訓練。未來企業訓練的重點以在職專業訓練爲主，次爲新進員工職前訓練與幹部儲備訓練。

B. HRD in small and medium-sized enterprises

The majority of firms in Taiwan are either small or medium-sized. These enterprises have traditionally played a key role, providing a great many job opportunities, and are expected to continue to do so. However, the main problem with small and medium-sized businesses has always been the limitations on both research and development and opportunities for advancement. Dr. Chian-Chong Jean's survey conducted in 1993 on the HRD situation among such enterprises in Taiwan yielded the following findings:

1. Most firms did not have organized training activities. The main reasons for this were a perceived lack of necessity, a lack of personnel to conduct training and a lack of funds.

2. Very few small and medium-sized businesses have a training department. In cases where one exists, it is usually part of the personnel department, and the head in charge is invariably male.

3. The most important element of training is orientation for new employees, followed by safety and hygiene training and then in-service specialized training. In the future, in-service specialized training is expected to become the most important, followed by orientation of new employees and leadership training for potential heads.

4.師資來源方面，除幹部儲備訓練師資多來自企管顧問公司外，企業內部人員爲其他種訓練活動的主要師資來源。

5.企業訓練過去所遭遇的最大困難爲員工不熱心參與，目前的最大困難爲不知如何辦理訓練，未來將遭遇的最大困難爲員工流失率太高。

6.中小企業對訓練均抱持正面的看法；負責人相當支持訓練活動，但對訓練成效滿意度不高，且因員工流失大而降低其辦理訓練的意願與成效。大多數員工及顧客對於訓練的關心程度與成效滿意度均偏低。

4. Instructors involved in the leadership training for potential heads are mostly provided by management consulting firms, with other types of training activities usually taught by insiders.

5. Previously, the greatest difficulty facing training was a lack of enthusiasm among the employees. Currently, the chief problem is the lack of know-how in training methodology. In the future, the high turnover rate of employees will be faced.

6. In general, both small and medium-sized enterprises tend to hold a positive attitude towards training; those in charge are quite supportive of training activities, although they are not, on the whole, very satisfied with the effectiveness. High employee turnover rates make them less keen to conduct formal training. As with large enterprises, interest in and satisfaction with training among both employers and employees is inclined to be low.

隨者國際政經情勢的改變、科技的快速發展、兩岸關係等許多因素的激盪影響，台灣中小企業的經營已無法全然依循過去的法則，而必須調整組織結構、提升技術層級、改善品質、採用新科技等，才能更具競爭力。此時，人力資源發展更具重要性。因此中小企業對培育人才也有較以往積極的趨勢。

綜上所述，台灣大企業較重視人力資源發展，但訓練專業人才不足，決策階層、大多數員工、雇主對訓練的關心與滿意程度均不高；中小企業方面則常受到本身條件的限制。以上雖爲限制，但卻也是努力的驅力。

Several factors are having a drastic influence on small and medium-sized enterprises in Taiwan. Changing international economic and political trends, the rapid development of technology and the status of cross-strait relations all mean that such enterprises can no longer operate according to past rules. Indeed, only by adjusting their organizational structure, raising technical levels, improving quality and adopting new technologies will they be able to remain competitive. At the present time, HRD is growing in importance, with the result that small and medium-sized enterprises are placing a greater emphasis on personnel training than in the past.

To sum up, in Taiwan large enterprises tend to be more concerned about HRD. However, there is a shortage of training professionals, and there is not a high level of interest in or satisfaction with training among policy-makers, employers and employees. Small and medium-sized enterprises are still restricted by their inherent limitations, but there is a widespread and concerted effort to break free of them.

三、未來展望

展望未來，台灣企業人力資源發展將受到下列內、外在因素的影響而面對更大的挑戰，有更大的進展：

（一）外在影響因素

1. 因全球經營環境的變動，人力資源發展需更重視國際化。
2. 因兩岸情勢及大陸政策的動向，而需更重視國人投資對岸後的人力需求。
3. 因亞太營運中心及科技島的規劃與進行，而需更重視高科技與服務業人力的培訓。
4. 因高學歷人口日漸增加，而需更重視和學校教育的銜接、合作。
5. 高齡人口增多，而需更重視高齡人力的培訓。
6. 女性勞動參與率的提高，而需更重視女性人才的培訓。

III. OUTLOOK

As far as the future is concerned, HRD in enterprises in Taiwan will have to confront the following internal and external influences, and will have to overcome powerful challenges in order to ensure further progress.

A. External factors

1. Global economic change will result in the increasing internationalization of HRD.
2. Due to the direction of cross-strait relations and related policies, there will be a need for greater awareness of the personnel requirements of the businesses which Taiwanese citizens who invest in mainland China.
3. The promotion of the Asia-Pacific Regional Operations Center (APROC) plan and the concept of Taiwan as a technological island have created a need to advance the development and training of personnel for high-tech and service industries.
4. With the increasing numbers of highly-educated people, a greater level of connection and cooperation with schooling education will be desirable.
5. The aging of the population means there will be a need for further training opportunities for older workers.
6. The proportion of women in employment is continuing to rise, and so the training of female personnel will require increased attention.

（二）內在因素

1.因組織變革與企業改造，人力資源發展會有更高的經營效益。

2.企業評核員工由重視忠誠度，轉移爲注重個人的品格、績效、能力及人際關係表現的促進。

3.因全面品質管理施行，使員工更致力參與工作，更注重提升顧客的滿意度。

4.因資訊科技的進步，而更改變工作內涵與方式。

企業體及人力資源發展專業人員應重視以上的趨勢，朝下列的方向繼續努力：

1.建立對人力資源發展的正確認知，建立完整的人力資源發展體系。

2.擬訂企業人力資源發展政策。

3.善用多元的學習資源，營造組織內的學習氣氛。

B. Internal Factors

1. Due to organizational changes and the restructuring of enterprises, HRD will have far-reaching effects on operations.

2. In the past, businesses evaluated their employees on the basis of their loyalty, but this is being replaced by an emphasis on personality, accountability, competency and interpersonal relations.

3. The widespread implementation of total quality management techniques has led to the tendency for employees to become more involved in their work and more concerned abut satisfying their clients.

4. Improvements in information technology has led to changes in working contents and styles.

Both enterprise and HRD specialists will have to be aware of the above trends, and must apply continuous efforts in the following areas:

1. Establishing awareness of HRD and setting up a comprehensive HRD system.

2. Drawing up a HRD policy for businesses.

3. Making good use of every aspect of available training resources, and establishing the right atmosphere of learning within organizations.

4.加強人力資源發展專業人員的培養。

5.重視由內到外、由基層到高層、由被動到主動的推進人力資源發展工作。

6.長期進行台灣企業人力資源發展的研究，以累積充足資料，作爲改善人力資源發展工作的重要參考。

4. Strengthening training for HRD professionals.

5. Placing emphasis on promoting various HRD measures.

6. Conducting long-term research study with a view to improving HRD in Taiwan's enterprises.

附記：

國立台灣師範大學工業科技教育學系，在大學部和研究所開設有人力資源發展學程，其網址爲：**http://www.ite.ntnu.edu.tw**。

Appendix :

The Department of Industrial Technology Education, National Taiwan Normal University (NTNU) offers HRD programs at both undergraduate and graduate levels. It s web site is **http://www.ite.ntnu.edu.tw**